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ORIENTATION FOR CAREER TRAINEES #2-76

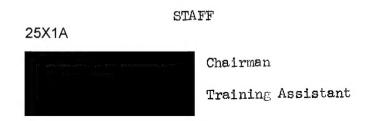
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12 - 16 April 1976

Room 912

Chamber of Commerce Building

INTELLIGENCE INSTITUTE OFFICE OF TRAINING



COURSE OBJECTIVES

overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, and to serve as an introduction to more intensive training in the areas of intelligence production and operations.

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ORIENTATION FOR CAREER TRAINEES #2-76

12 - 16 April 1976

| Monday, 12 April | | | 25X1A |
|------------------|--|--------|--|
| 0830 - 0900 | Introduction to the Course | : • | Chairman, OCT |
| | | ·** :. | |
| 0900 - 0930 | Introductions | 13. | Class and Staff |
| | · · · · · · · · · · · · · · · · · · · | | |
| 0930 - 0945 | A Welcome from the Director of Training | | Harry E. Fitzwater Director of Training |
| | | | |
| 0945 - 1020 | Videotape: DCI Talk to OTR Training Course - CIA Today and Tomorrow - 4 March 1976 | | |
| | | • | |
| 1030 - 1045 | Reading: CT Schedule and Course Descriptions | | |
| | | | 25X1A |
| 1045 - 1200 | Career Trainees in CIA | | Chief, Career Training Program |

The Chief of the Career Training Program will provide some historical perspective and philosophy of the CT Program and draw from the record to comment on the value of the program in the past in furthering the employment opportunities of its graduates. He will also discuss and describe the training cycle of the Program.

1200 - 1300 LUNCH

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Monday, 12 April (continued) 25X1A

1300 - 1430

An Introduction to

25X1A

Intelligence

OTR Briefing Officer

will consider intelligence as a discipline with a defined subject matter and methodology. After briefly reviewing the origins and history of intelligence, he will answer the questions: What is intelligence? Who and what are its sources? Where and how do you acquire it? And why? He will describe the primary functions of intelligence - collection, processing and production - and comment on the relationship between intelligence and foreign policy.

25X1A

1445 - 1600

Group Discussion: Images of Agency

Chief, Intelligence Institute/OTR

Members of the class will meet in small groups to share views of the images of CIA they brought into the Agency as new employees and discuss their perceptions on entering into a career of intelligence.

1600 - 1630

Reading: The National Security Council Systems

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Tuesday, 13 April

0830 - 0900

Reading: Study Guide - "The Organization of CIA," Intelligence Institute/OTR, Jan. 1975 (S)
Study Guide - "Selected Terms and
Abbreviations," Intelligence Institute/
OTR, Sep. 1975 (CONF.)

0900 - 1000 CIA and the Media



and the same of th

The problem of the Agency's image with the media is of continuing concern. Our speaker will discuss aspects of this problem and how the Agency deals with it.

25X1A

1020 - 1200

The U.S. National Security System: Foreign Policy and Intelligence Support

Intelligence Institute/OTR

25X1A

What is the relationship between foreign policy and national security affairs? What is the role of the President, the Executive Departments and Agencies, and the Congress in decision-making for national security? will discuss the workings of the National Security Council and its sub-groups and comment on the varied ways in which Presidents have used them to coordinate the making and implementation of foreign policy. He will relate the intelligence system to the policy process, describing the way in which it both supports and receives guidance from policymakers.

1200 - 1300

LUNCH

25X1A

1300 - 1400

The Missions and Functions of CIA

25X1A

Chief, Senior Seminar Branch, II/OTR

will give us a broad overview of the Agency's organization, missions and functions. He will examine CIA's role in the collection and analysis of positive foreign intelligence. The responsibilities of the four CIA Directorates for collection, production, research and development and support will be explained in their broad outlines.

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Tuesday, 13 April (continued)

1500 - 1700

CIA Guest Speaker Program .

(Headquarters Auditorium)

China and the U.S.: An Historical Perspective

25X1A

Professor of History, Harvard University

25X1A

will review the significant events in the relationships between the two powers and comment on the contemporary scene in light of the complex past.

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Wednesday, 14 April

0830 - 0900

Reading: The President's Actions Concerning the Foreign Intelligence

Community, 18 Feb 1976

Special AssiSTANT TO THE DIDCITIES

0900 - 1015

How the Community is Run

25X1A...

Chief, Coordination Staff, Intelligence Community Staff

Our speaker will describe the way in which the Intelligence Community is organized and managed to try to achieve the best possible use of manpower and money on the highest priority targets. He will describe the tools available to the Director of Central Intelligence in his role as manager and coordinator of the Intelligence Community.

Will also 25X1A discuss the impact of the President's Executive Order of 18 February 1976 and the impending changes that are a direct result of that Executive Order.

1030 - 1130

Equal Employment Opportunity in CIA

Omego J.C. Ware, Jr. office Director of Equal

Employment Opportunity
Programs

The Agency is firmly committed to achieve equal employment opportunity for all employees. Mr. Ware will describe the nature of the problem and the actions to be taken to solve it.

1130 - 1200 Administrative Display

We will have on exhibit today copies of Agency regulations and communications of particular interest to employees. The display will include copies of Employee Bulletins, sample letters of instruction and fitness reports, sample vacancy notices, etc. Please ask the course staff any questions you may have about this display.

1200 - 1300 LUNCH

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Wednesday, 14 April (continued)

25X1A

1300 - 1400

The Freedom of Information Act and Its Impact on CIA

DM for Coordination Two DDA

The Freedom of Information Act and the more recent Privacy Act have already had considerable impact on the working methods and procedures of Government agencies, including CIA. will examine the purposes and requirements of the Acts and will explore some of the problems they raise for management and personnel in the future.

25X1A

1415 - 1615 Panel: "What is it Like to Work in CIA?" Panel: "What is it Like to 25X1A DDS&T/OWI , DDA/OL DDI/OCI DDO/NE

A manel of CTA over A panel of CIA employees who are graduates of the Career Training Program will offer candid views as to what it is like to work for the Agency. They will discuss assignments they have had, the value to them of their CT training, and the good and bad aspects of their work experience.

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Thursday, 15 April

0830 - 0900

Reading: Directorate of Administration - History and Functions (S)

0900 - 1100

Group Discussion: Intelligence Priorities Class and Staff

The members of the class will work individually and then in small groups to develop a statement of geographic and functional areas they believe deserve priority attention by the Intelligence Community. This individual and group work will be followed by a session in which a spokesman for each group will present its statement of priorities to the class for discussion. The exercise is designed to demonstrate the difficult but necessary effort involved in selecting intelligence priorities. The class will then read two Intelligence Community documents: Key Intelligence Questions for FY 1976 and DCID 1/2.

1115 - 1200

Reading: Key Intelligence Questions (KIQs) and DCID 1/2 (to be distributed)

1200 - 1300

LUNCH

1300 - 1400

The Administration of

Intelligence

25X1A

Executive Officer, Directorate of Administration

25X1A

will survey the Agency's extensive support services. He will discuss major administrative problems facing CIA and the ways in which the Agency is moving toward solutions.

25X1A

1415 - 1515

Security in CIA Today

Robert W. Gambino-Director of Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. It is also charged with the protection and safety of its personnel. Mr. Gambino will discuss the philosophy

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Thursday, 15 April (continued)

and policies and practices behind security in the Agency today and examine new challenges and the changing nature of the security threat that faces us in the future.

1520 - 1620

The Operations Officer Abroad

25X1A

Chief, Intelligence and Midcareer Branch, Intelligence Institute Office of Training

25X1A

work of an operations officer abroad. He will discuss techniques of agent recruitment and handling and the kinds of problems the operations officer may face in his day-to-day work. He will also discuss the support a field officer receives from Headquarters and the relationship between the Station and Headquarters.

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Friday, 16 April

0830 - 0900 Reading: continued and optional

25X1A

0900 - 1015

Intelligence Successes and

Failures

Analyst, Product Review Division, IC Staff

The ultimate purpose of our intelligence effort is to provide knowledge, insight, and choice to our principal consumers, U.S. Government officials responsible for formulating and implementing foreign policy. A representative of the office of the Intelligence Community Staff charged with evaluating the intelligence product will provide examples of some of our successes and some of our failures and comment on some of the lessons they have to offer.

25X1A

1030 - 1130

How the Agency Manages its People

Chief, Review Staff Office of Personnel

A representative of the Office of Personnel will comment on current trends in the Agency's approach to personnel management. She will talk about the career service structure, career boards and panels, the annual evaluation of personnel and philosophy behind the Agency's career development programs. She will also discuss the impact of "management by objectives" in the area of personnel administration.

1130 - 1300 LUNCH

25X1A

1315 - 1430 A Career in Intelligence

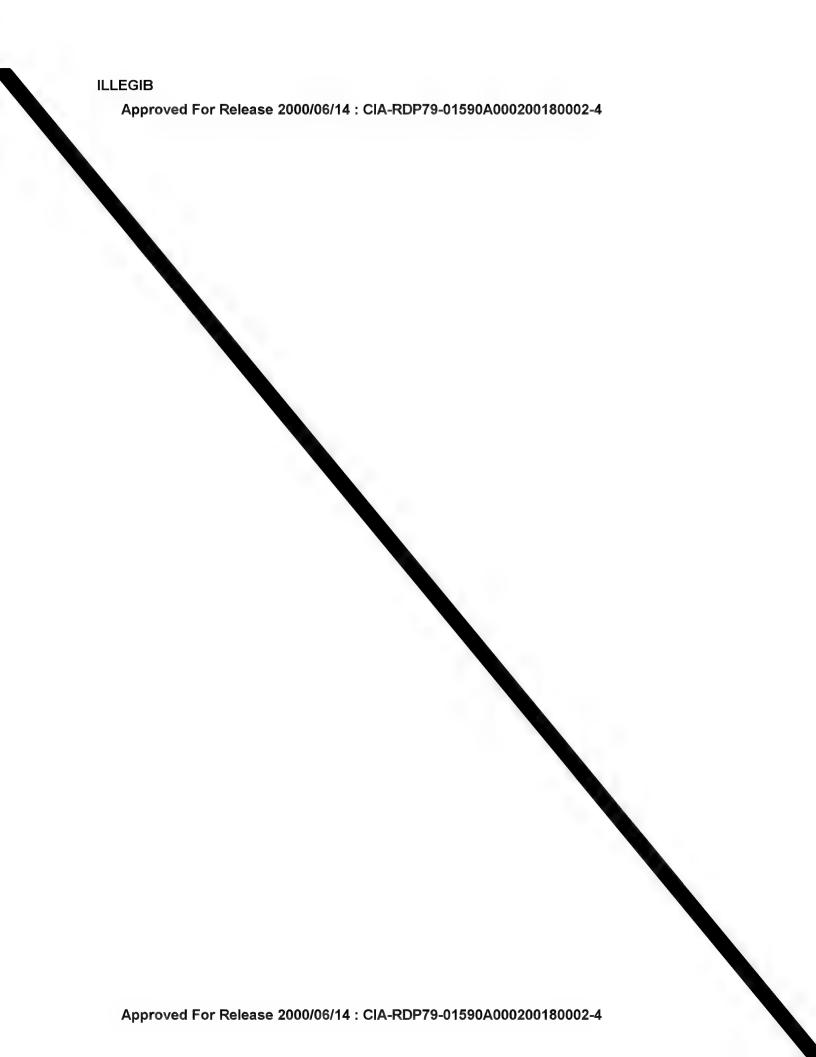
Chief, Services Staff Operations Directorate

Our speaker, whose career in the Agency has spanned all four Directorates, will comment on the kind of professionalism that service in an intelligence organization requires. Drawing on his experience as a member of the first Junior Officer Trainee (JOT) Class, the predecessor of the CT Program, he will discuss the changes in policy and environment the Agency has experienced and touch on what the future may have in store for current Career Trainees.

1445 - 1515

Written Evaluations

Class



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EVALUATION FORM

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1. Overall Evaluation of the Course

Please indicate on the following scale the degree to which this orientation as a whole met its objective. Circle the appropriate number of segment of the scale.

SLIGHT DEGREE

1 2 3 4 5 6

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

All given portions were helpful.

Speaker were informed current in their information, and in most instances entertaining. All received questions well.

Good crossection of Agency divisions and employees presented.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

Reading assignments of the short dividion - library would have brouded more conductive environment for reading.

Need for written avaluation of "processity in "and associated problems.

Cover situation still not a degreate for NOC's.

4. Why no DDST speaker re interim assignment.

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SECRET Sector from andmore

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SLIGHT HIGH DEGREE

1 2 3 4 5 6 7

2. Most Effective Arcas or Individual Presentations: What portions of
the course did you find most helpful and why?

Excellent presentation on IC, the implementation of the Feb.

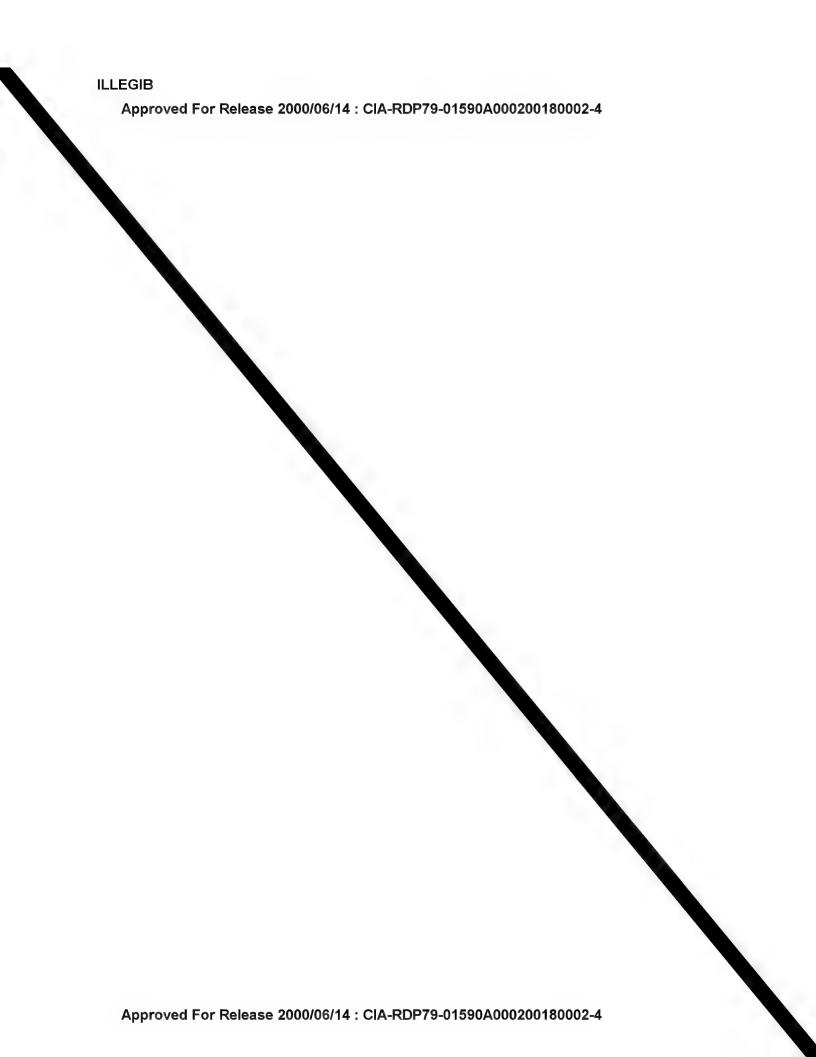
Excentive didet and direction of the Community in The Future

: An excellent appreciation of the life of an aperation. African

CT (forms) Panel: Everyone is interested in DDO but a need in there to
determine how everything close DDA/OC etc fits in to prochase a
formulated Rest Effective Areas or Individual Presentations: What portions
of the course did you find least helpful and why?

Sentite: More appreciation of the philosophy of security is the
mutal process - fewer was a forceso

25X1A



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| SLIGHT DEGREE | , | • | • | | | HIGH DEGREE |
|------------------|---|---|---|---|---|----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | (7) |

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

3. <u>Least Effective Areas or Individual Presentations:</u> What portions of the course did you find least helpful and why?

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| | | | | | | |
|------------------|---|---|------|----|----|----------------|
| 1 | 2 | 3 | 4 | (5 | 6) | 7 |
| SLIGHT DEGREE | | | | • | | HIGH DEGREE |

2. Most Effective Areas or Individual Presentations: What portions of the course did you find west helpful and why?

Describion by on whole Massefferdoes

Description by the factorism of the helpful Commits bust given by

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

seemed to be a registion of these general one miews

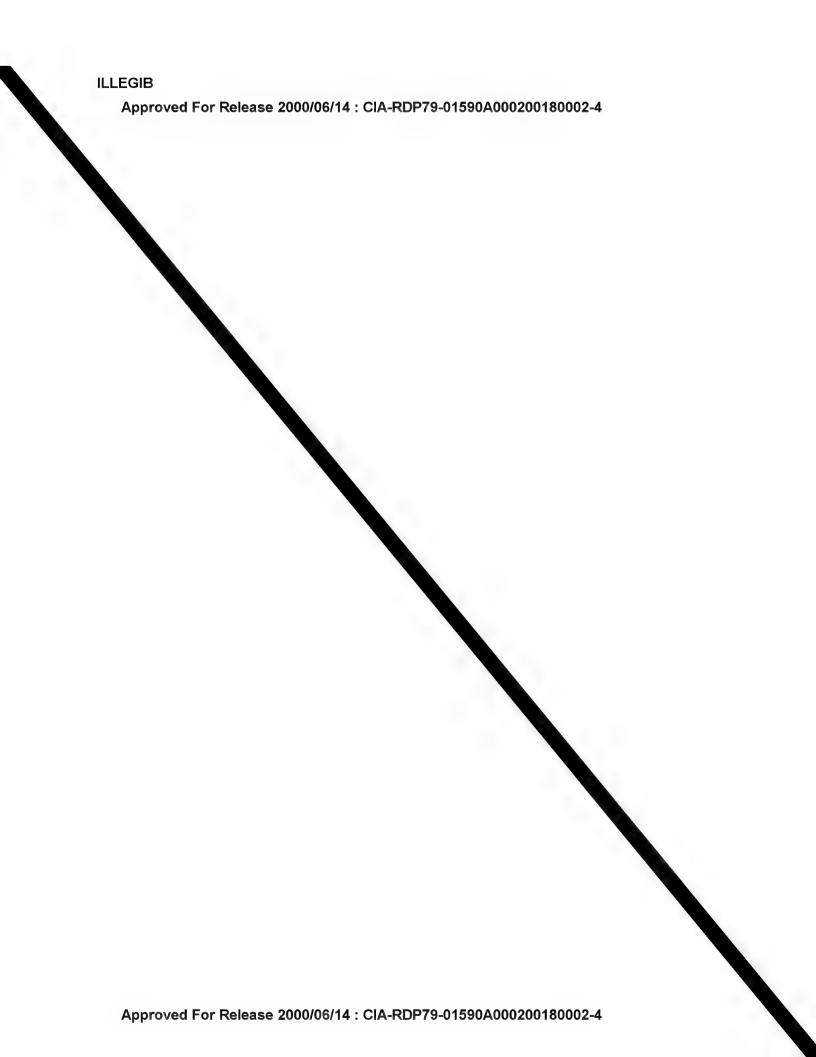
Plaguesertation

Et Operentation

The personnel briefing, while having a few interpoints open a lite.

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SLIGHT DEGREE

1 2 3 4 5 6 7

ILLEGIB

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| | | | 2 |
|--|--|--|---|
|--|--|--|---|

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why? Taken as a group the presentations this week were of very high quality. After a time the "broad overviews" and flow charts got to be a little Aleep-inducing but I amphose that mecessary information. The discussions and descriptions of actual work in CIA were the high sints for me.

1. Leest Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

any participation by an official involved in the cover process -- maybe that will be handled at

25X1A

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1 2 3 4 5 6

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

PROGRAM DID PROVIDE A GOOD GOOD OVER VIEW.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

I THINK A REPRESENTATIVE FROM CENTRAL

COVER STRFF WOULD HAVE BEEN MOST

HELPFUL. MANY OF THE PROBLEMS. OR CONCEANS

EXPRESSED BY CLRSS MEMBERS, NVOLVED

COVER CONSIDERRYIONS.

25X1A

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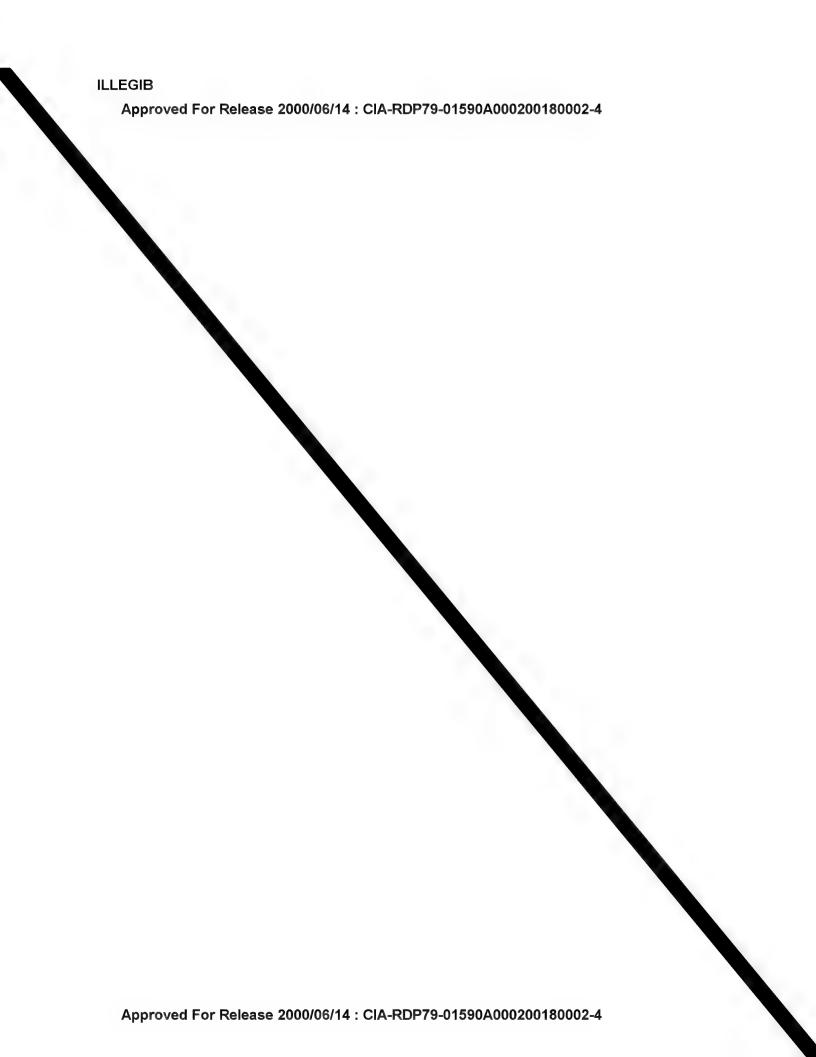
| SLIGHT DEGREE | | | | | | HIGH DEGREE |
|------------------|---|-----|---|---|-----|----------------|
| 1 | 2 | 3 : | 4 | 5 | . 6 | (7) |

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

1/10:07APC ON 12+4 600D

all grossom good.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?



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SLIGHT
DEGREE

1 2 3 4 5 6

Most Effective Arcas or Individual Presentations: What portions of the course did you find most helpful and why? Two objectives of the course to me seemed to be education and socialization. The course did the best job I we ever intressed of quickly fostering inclusion, made and personal interestion among a group of total interesting with increasibly dispurate back grounds. Herefore I think strangers with increasibly dispurate back grounds. Therefore I think the most effective elements in the program well took which required the most effective elements in the program well took which required.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

This is an unfair comment; but at this stage of my

This is an unfair comment, but at this stage of my acquaintance with the Agency any line-and-block chart seemed less helfful than participatory exercises. Whour exception, "organizational" presentations were professional, usually clear and, in some instances, entertaining. However, the nature of administration

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data together with the continued the

- 2. along his line, it is only fair to commence the insulance of each speaker that an "any and all questions" policy was in effect during presentations.
- discrongers was overwhelming it's comply an ocean of information to deal with. Having said this, I'm my course certain that these presentations and the man course notes reading matter, will become more and more valuable as I work my way thru the Agency. Unfortunately though, I think one needs to be fixed in place and have a point of view, before organizational data takes on an immediate relevancy

4. The one area of discussion not formally focused on which must be given thought. is the quite proper lagitimary of an intelligence organization to any government and the spleial restriction, of an intelligence system responsive to American constitutional law. There was an infortunate attitude among some of my pears that secreey is similar and that clandestine operations are illegal. Secrecy is a fixed feature of certain governmental / democratic functions— witness the grand jury, secret ballot, IRS, commercial secrecy. These are not similar actuates uncled is damaging to our collective self image to assume that we, as intel officers, are similar merely because we use sever

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SLIGHT DEGREE

HIGH DEGREE

Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

- totally outstanding though not formal part of course, his broid talk was most impressive

Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why? 3.

> DDA, EEO - too much talk of acronyms ("AAP, PPI, etc") that tends to be both duplicative and meaningless.

I feel that much of material could come from reading (structure. organization, etc), saving valuable class time for speakers. Individuals relating

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25X1A

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EVALUATION FORM

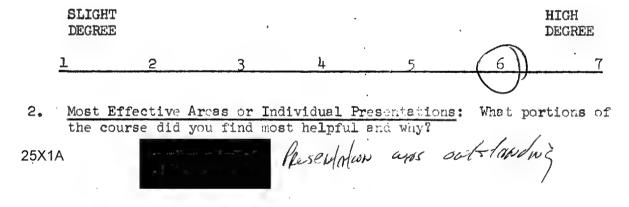
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3. <u>Least Effective Areas or Individual Presentations:</u> What portions of the course did you find least helpful and why?

Longer question ; pasure sessions would be very helpful

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SLIGHT DEGREE

1 2 3 4 5 6 7

2. Most Effective Areas or Individual Presentations: What portions of

ILLEGIB

2

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EVALUATION FORM

Orientation for Career Trainees

This one-week Orientation for Career Trainees has the following objective: To provide the Career Trainee with a broad overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, as an introduction to more intensive training in the areas of intelligence production and operations.

At the conclusion of the week each member of the class is asked to volunteer on this form his/her views as to how well the course met its intended objective. As the course will undergo continuing review and modification, comments on areas which are effective and those which are not will be most helpful. We will appreciate it if you will fill in the blanks below:

1. Overall Evaluation of the Course

Please indicate on the following scale the degree to which this orientation as a whole met its objective. Circle the appropriate number of segment of the scale.

SLIGHT DEGREE

1 2 3 4 5 6 7

2. Most Effective Areas or Individual Presentations: What portions of

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SLIGHT

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HIGH

| | DEGREE | | • | * | | DEGREE | |
|--------------|--------------|------------------------------|------------------------|-----------------------------|---------|--------------|-------|
| | L 2 | 33 | . 4 | 5 | (6) | 7 | |
| <u>.</u> | | | | | | ž. | |
| 2. | Most Effecti | lve Arcas or did you find | Individual most helpfu | Presentations: | What p | ortions of | |
| | 00.1-1 | - 77:71/14 | AS /T- | | 05/075 | ore) | |
| ~ | HOW THE CO | mimurity, | is RUN" | ARIOUS FIELD | | 1 + 11 | 25X1A |
| G 00 oner | view of "w | but it's like | ganization & | functions of by those in | to have | heres there | |
| 3. | Least Effect | tive Areas o | r Individual | Presentations and why? | : What | portions | |
| ţ | CIA and | the media | : didn't | eel that ane | cootal | experience 5 | |
| | in this | and were | of much | value on | nall. | , | |
| | | | 11 | | • | | |

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HIGH

DEGREE

| | 1 2 | 3 | (4) | 5 | 6 | 7 |
|----|---------------|---------------|---------------|-------------|-----------|-----------|
| | | | | | | |
| 2. | Most Effectiv | e Arcas or In | ndividuel Pre | sentations: | What port | tions of |
| | the course di | d you find mo | ost helpful a | nd why? | _ | // |
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| , | only rul | ere e tin | o male | usel 6 | est of | pobe |
| • | 1600 | | / | | | |

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

Oreclivices — one or enough

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